

**IAN'S PROFILE**

Ian Locke has worked in New South Wales, Victoria, Tasmania and overseas with a range of privately-owned SME, companies major public corporations and peak industry bodies. These organisations are producers, manufacturers and distributors in the food and beverage sectors and were major suppliers of both FMCG and niche products to regional, national and international markets. His exposure to multi-nationals includes good knowledge of Countries' ethos & dealings.

He is currently under contract to the Plastics and Chemicals Industries Association [PACIA] which is the pre-eminent national body representing Australia's fourth largest manufacturing sector. PACIA members include importers and distributors, raw material suppliers and chemical manufacturers, plastics fabricators and compounders, plastics and chemicals recyclers and service providers to the sector.

Ian's specific role is working with moulders of expanded polystyrene developing a campaign strategy to enhance the profile of polystyrene packaging for fresh produce with Woolworths and Coles.

Ian enjoys undertaking these 'Good Luck Jobs'. Good luck jobs are those that on explanation the listener is thinking 'there is no way that you will be successful because your objective is impossible'. But they politely respond with wishes of 'Good Luck'.

With a global mindset, Ian has wide-ranging knowledge and experience of developing international markets for new and developed brands, their delivery channels to market and the manner in which industries interact with all tiers of government, their agencies, regulators, peak organisations and educational providers. Such a level of skills is unique.

Ian has undertaken consultancy projects in Australia and abroad targeting industry and new product development, value adding and growing business efficiencies through absorptive capacity. Successful outcomes included linkages with government and knowledge agencies that act to provide credible delivery mechanisms reducing barriers to innovation & change.

Recently Ian co-authored a Foundation Project to deliver a continuous improvement tool for the Australian vegetable industry. The Continuous Improvement Model (CIM) mirrors the key objectives of reviewing business activities, managing risk, identifying drivers for improvement, removing waste and creating competitive advantages that deliver value to the consumer.



**IAN'S KNOWLEDGE OF KEY DELIVERABLES**

**I comprehend sustainability** In delivering policies to the retail channel that embrace issues such as climate change, LCA, carbon footprint, sustainability recycling, waste, water and energy and their inter-relationship in primary, secondary and tertiary packaging of produce.

**I understand innovation:** My marketing and management career has been centred on challenging roles where I have taken innovative products to new markets in Australia and overseas through successful business development strategies and practises.

**I embrace globalisation:** As a country, Australia is enterprising and venturous and this presents great opportunities for manufacturing companies to compete internationally. I move professionally through diversely structured markets in Asia, Europe and North America.

**I treasure the 'brand'** As a unique opportunity to increase value to the customer and build loyalty to accelerate business momentum through strategy, creativity and leadership.

**I recognise capacity:** With roles I have undertaken, I have sought to deliver market demand to the organisation in a manner that seeks to maximise capacity by driving current performance to optimal performance with a strong focus on value-adding.

**I comprehend processes:** I recognise that business planning, continuous improvement, the value chain, competitive advantage, new product development, branding and the measurement of performance form the architecture of organisational success.

**I deliver leadership:** By accepting the interlocking framework of shaping strategic thinking, achieving results, cultivating productive working relationships, communicating with influence and exemplifying personal drive and integrity, I am a team member.

**I identify achievement:** To manage risk, to marry people, processes and technology, and, a passion to succeed through the execution of strategies that drive growth.

**IAN'S APPOINTMENT & ACHIEVEMENTS**

2009

PACIA

Retail strategy Consultant

Conceived and developed the **eco'6 Project** which is a campaign strategy designed to reverse the deselection of EPS packaging for fresh produce which is currently the preferred option of Woolworths and Coles retail chains in Australia.

2008                      **AVID Group**                      **Consulting Partner**

Working with partner IQ Agribusiness, was contracted by DAFF to co-author the Vegvision 2020 Foundation Project which addressed how best to implement Continuous Improvement for Australian vegetable growers and producers to remain competitive in domestic and export markets.

2008                      **Peonies from Tasmania**                      **Lead Consultant**

**Peonies from Tasmania** - Australia's largest grower of peony flower

Undertook investigation and preparation of an Export Preparation Plan to assess and develop exports of fresh cut flowers to markets in Asia and Europe and identified improvements in BPM to expand capacity

Visited and assessed markets in South Korea and Taiwan.

2006 - 2007                      **Whisky Tasmania Pty Ltd**                      **Chief Marketing Officer**

**Whisky Tasmania** - Australia's largest distiller of single malt whisky

Launched their label "Hellyers Road" single malt whisky and cold grain vodka in the Tasmanian, Australian and international markets and built it into the largest selling brand of Australian single malt whisky.

Key retail channels listed included BWS, Dan Murphy's, Park 'n Shop, Wellcome and the Independents; as well as numerous on-premise outlets in Australia and abroad.

Global responsibilities included integrated market research, economic modelling based on quanti/qualitative data, teaming regional distributors, agency campaign strategies, above & below the line A&P, managing super-premium brands, codes & trends, and customer service.

2003 – 2006

**Kollaras Group****Manager – Asia Region****Foster's Retail Alliance****Manager – IBD – North Asia**

**Foster's Group** - Australia's largest brewer of beers

In an alliance with FBI, I established retail alliances and built new FMCG business in Taiwan and Japan for "Foster's Lager" through retailers such as Wellcome, Costco, RT Mart and Jusco.

In FY05, FY06 & FY07 sales of "Foster's Lager" & "Biere Larue" increased substantially through value-chain & brand management.

Foster's involvement included *Formula 1* motor racing exposure.

2003

**Cradle Coast Authority****Consulting Partner**

**CCA** - A highly successful Authority identifying economic development

Working with partner IQ Agribusiness analysed the infrastructure and needs of the regional food industry, identified options to stimulate innovation and recommended business cases to direct the multi-million dollar investment of Government and private funds into industry, cooperative research / education channels.

High-level public and private relationships were utilised to deliver to regional participants successful outcomes based on the facilitation of high-value B2B and B2C product opportunities corner-stoned with advancements in packaging and transport.

2001 – 2003

**Motorsports Tasmania****Marketing Manager**

Redefined corporate marketing and branding, raising the profile to the Tasmanian business community for greater sponsorship involvement.

Modelled business plans to take to Government for underwriting Procar and V8 Supercars programs at Symmons Plains.

Subsequently raised motor racing to major event status and generated tourism revenue streams for many Tasmanian businesses.

1997 – 2001

Forth Farm Produce

Global Marketing Manger

**Harvest Moon** - A major Australian vegetable producer and exporter

Built and expanded exports, established new footprints and markets in Asia and Europe utilising brand profiling and senior marketing expertise in packaging, FMCG and global retail channel management. Export profile rose to account for 1/3-rd of turnover.

Scoped and undertook project for direct supply to major international retailers which led to new export industry culture in fresh produce.

1990 – 1997

Vecon Group

Marketing Director

**Vecon** - Australia's largest grower, packer and exporter of onions

Introduced the "Vecon" label to become the largest brand in Asia for Australian vegetables sold to supermarkets in Japan, Singapore, Malaysia, Indonesia, Taiwan, Hong Kong, etc.

Negotiated direct call liner shipping to Tasmanian ports (including charters) with Cosco, Baltic and MSC for freight to Europe and Asia.

Identified, scoped and established Koyo Nego carrot industry project in Tasmania and Australasia; achieving production of 25,000-tonnes and creating high-value exports of AUD20-million. As managing partner, Vecon Japan became Australia's largest producer and exporter of Asian Vegetables.

Instituted marketing footprints in Asia and Europe, targeted retail alliances and grew business revenue by 25%, transforming core business via NPD, production scaling, ISO 9000 and supply / value chain management efficiencies. Profits increased substantially.

Winner of Tasmanian and Australian agricultural "Exporter of the Year".

Delivered valuable experience in conducting international trade shows and exhibitions, undertaking niche and commodity trading, public relations and iconic branding.

**IAN RESPONDS POSITIVELY AS FOLLOWS:**

- A. I am **globally minded**, having travelled through Asia, Europe and the US extensively. In doing so, I am **able to move quickly and freely in most countries** (I hold an ABTC), understand local customs, business philosophies and cultural practises, and, effectively communicate with all levels of government and business.
- B. My success includes the following multidisciplinary projects that were built on a the successful identification of Projects; including a brand's **cultural relevance and emotional connection**:

They are:

1. I have taken **Tasmanian micro oyster seed to China** and assisted with the introduction of a new technology of oyster production in Louyuan Country. The negotiations involved Government Trade Mission visits, negotiations with Chinese agencies, MOUs, contracts to supply and regular travel to remote, rural estuarine locations. The project's success was recently featured in the BBC series "Wild China".
2. I set up OysTas which became the **first Australian company to successfully export chilled oysters in commercial quantities to the USA**. This license involved considerable interaction with regulatory agencies (health, Federal and State DPI, the US FDA), government ministers, and observer status at international conferences in the States. OysTas also **supplied transformation consultancy services** to Egypt and Saudi Arabia.
3. At the **direct invitation of Jusco Supermarkets - the largest retail group in Japan-** I introduced a Japanese carrot variety to Tasmanian horticulture, project managed the agronomy, processing and distribution of the carrots to the retail market as value-added, branded prepacks and then scoped the by-products to markets throughout Asia. Holding PVR to the seed, I enabled production in Australia and New Zealand to be expanded to more than 20,000-mt. As a result of the success of this project, Vecon (my parent company) subsequently was awarded Australian **State and Federal Government's Agricultural Exporter of the Year**.
4. In 2000, in conjunction with DAFF's Food and Fibre Chains Program I investigated the potential for **powering growth through direct store delivery** (DSD) of prepacked Tasmanian onions to European supermarkets. The architecture of the DSD was **value chain partnership** between the supplier (Forth Farm Produce, the logistics partner (PNO Nedlloyd) and the major supermarket group (varied from country to country).

The major objectives were to deliver and promote (a) improved value to the consumer (b) Tasmania and Harvest Moon as a readily identifiable brands, and (c) greater profitability to all supply chain participants.

5. I was seconded from the Kollaras Group to Foster's Brewing International (FBI), where I wrote and executed a business plan to take 'Foster's Lager' to the off-channel markets in Taiwan and Japan. I refocused mindset by turning the telescope to demonstrate the viability of DSD to the world's largest retailer of Dom Perignon that in turn supported the essence of the 'Foster's Lager' brand. This significantly increased shipment of 'Foster's Lager' to both countries and laid the foundation for ongoing business with Costco.
6. In 2006, as Chief Marketing Officer for Whisky Tasmania, I commenced a 5-year project to take their 'Hellyers Road' single malt to the global market. When I joined the company, the only resources available were whisky and packaging; there had been no release to the alcoholic beverage market. My role was to develop a brand via a campaign strategy and establish markets in Australia and internationally.

Using educational and aspirational drivers combined with new codes, distinction and differentiation, markets were investigated, prioritised and established. Although there was Board endorsement of a 5-year sales and marketing plan, significant financial difficulties experienced by Betta Milk in 2007 (parent company of Whisky Tasmania) forced Betta Milk to close the distillery.

7. In 2008, I co-authored a Foundation Project for the Australian vegetable industry which was to research continuous improvement and then design a model that would allow growers to transform their business by identifying drivers that would improve profitability, increase competitive advantage and offer greater value to markets.

This project built on a similar consultancy undertaken for the Cradle Coast Authority which was to identify new opportunities for value adding in the region's food industry.

- C. These 7 specific examples clearly identify that I have verifiable experience in identifying target markets and implementing projects that transform businesses.

Critically, I am pragmatic in my approach and recognise that one of the most important duties in taking new brands to market is to ensure that senior management is aware that the greatest hurdle to success is thinking that buyers will hastily beat a path to their door with an open wallet in their hand. Therefore, risk must be identified and managed.

In building international markets, new product commercialisation demands:

Preparation,  
Professionalism,  
Persistence, and  
Patience.

- D. I have **worked with many differently structured organisations** from major corporations to SMEs that have been privately, publicly and state owned in Australia and overseas. Some examples in Australia are: Whisky Tasmania, Kollco Group, Harvest Moon Group, Costa Group, Vecon Group, and internationally with Aeon Group (Japan), Saudi Fisheries (Saudi Arabia), Victoria Hotel Group (Egypt) and Fujian Fisheries (China).

They have been suppliers to regional, national and international markets, multinational in their operations and utilised various supply chains to deliver their product and services **through a consumer-focused global FMCG market strategy** to retail channels and food service.

Supply chain activities required a strong understanding of network optimisation, logistics, quality systems and **customer relationship management**.

- E. As you will note, I have been involved in the aquaculture, horticulture, food and beverage industries developing tacit and codified knowledge; with an understanding of how these products interweave in the fabric of many countries cultural behaviour.

Importantly, **they mirror similar characteristics to many sectors of industry**: highly perishable (time-sensitive), regulatory control (compliance), differing interpretations (subjective), seasonal demand (fashions and trends), supply chain metrics (logistics) and delivering greater value to consumers.

- F. Undertaking a variety of new product and new market development roles has **provided me with the disciplines** to manage projects, determine outcomes, establish milestones and assess performance against agreed objectives. I have networks to information and technology and continually seek to identify sources for expert and tailored advice.

This has included **negotiating with Australian and international regulatory agencies** (e.g. USA FDA, Japan MHW, EU Eurogap), establishing lobby arrangements with senior government and bureaucracy in Canberra and building ongoing links with Austrade in Australia and overseas posts.

As a key negotiator, I have excellent credentials to use a **"hands on" approach that glides smoothly** through all executive levels.

- G. Frequent travel and consultancy work demands the discipline to **act autonomously** and many of my assignments were characterised by a considerable degree of flexibility with minimum supervision in major capital cities, cosmopolitan and remote locations.

I have been **travelling throughout Asia, Europe, Middle East and North America** for the past 2-decades and I am able to quickly assimilate with many countries, accessing their infrastructures, respecting their customs and **understanding the impact of their cultural philosophies in business.**

Working offshore, it was essential that I exhibited strong administrative, organisational and reporting behaviour to ensure knowledge was stored, communicated and discussed with team members; many of whom were networked off-site or off-shore.

- H. As **a skilled communicator**, I produce user-friendly verbal and written communication that is clear and concise and elevates from communicating to establishing dialogue.

I listen, understand and adapt to the audience and negotiate persuasively that establishes credibility and offers a convincing rationale which leads to the achievement of required outcomes.

An important part of communicating is the production and maintenance of web sites, corporate image, brochures and consistency in presentation. I have designed, delivered and **taken companies to major international trade shows, conferences and seminars.**

I am a competent and sensible host and have managed corporate activities at major cultural, self-interest and sporting events in Australia and off-shore. I have a strong skill set of corporate sponsorship (hawthornfc) and community fundraising (Rotary).

- I. With formal qualifications, **I hold an MBA** (UTAS 2005) with strong disciplines in accounting, entrepreneurship, strategic management and organisational behaviour. In particular, many of these studies had a direct relevance to my work experience in driving strategies that married people with processes and technology.

Furthermore, I have recently **commenced my PhD candidature** with the Institute for Regional Development (UTAS; on a part-time basis).

**My research topic explores global and regional branding issues** and this fits in well with my overall skills in developing global businesses.

Importantly, it enforces that I have a suitably rigorous background, would integrate with a well-educated workforce and be adapt at building good working relationships.

J. Finally some comments on **brand management**. It is not what about you have to sell; it is about what the consumer wants to buy.

To successfully position a brand, five actions are mandatory: **education, aspiration, differentiation, distinction and sophistication**.

## IAN'S REFEREES

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